



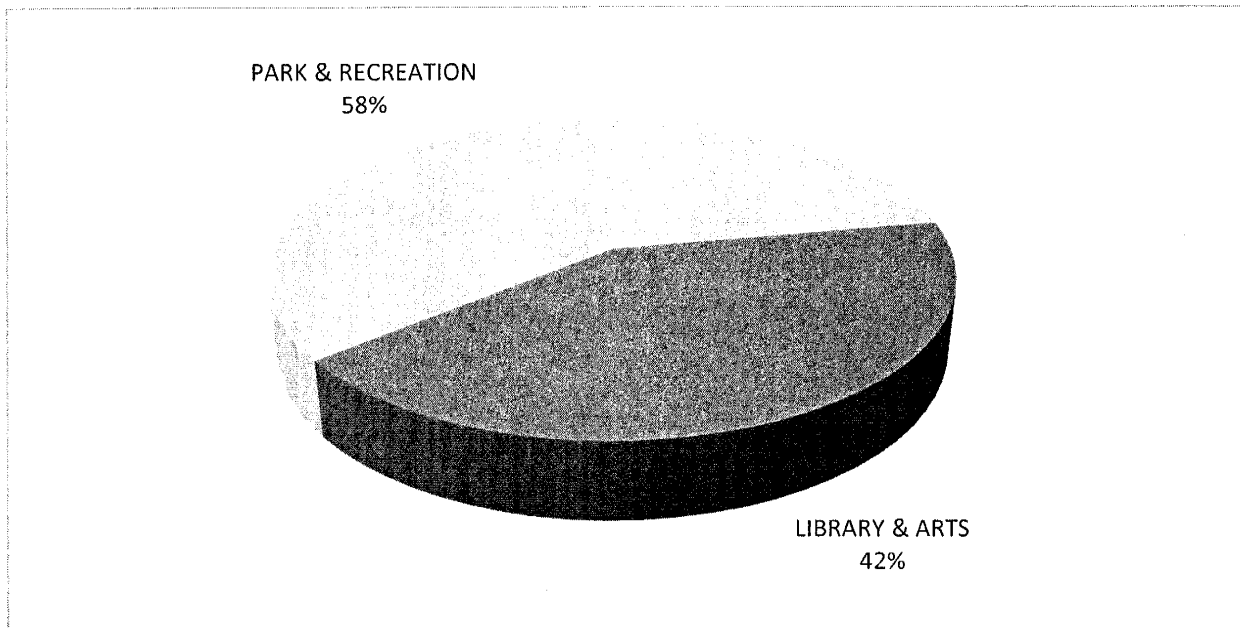
Comm Svcs

Community Services

PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$14,198,462	\$14,133,392	\$14,766,757	\$14,752,922
MAINTENANCE & OPERATIONS	9,921,591	9,589,171	9,572,607	10,273,492
CAPITAL OUTLAY	424,457	94,917	4,690	0
GRAND TOTAL	\$24,544,510	\$23,817,480	\$24,344,054	\$25,026,414
FULL TIME POSITIONS	126.50	125.95	124.20	122.20
HOURLY/FTE POSITIONS	124.15	124.26	124.26	124.26



PROGRAM: LIBRARY
FUND: VARIOUS
PROGRAM GROUP: LIBRARY

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$6,191,699	\$6,139,328	\$6,257,056	\$6,296,699
MAINTENANCE & OPERATIONS	3,565,235	3,328,653	3,360,506	3,357,931
CAPITAL OUTLAY	104,731	33,075	0	0
GRAND TOTAL	\$9,861,665	\$9,501,056	\$9,617,562	\$9,654,630
FULL TIME POSITIONS	48.00	48.00	47.25	46.25
HOURLY/FTE POSITIONS	59.25	59.25	59.25	59.25

PROGRAM DESCRIPTION:

The Carlsbad City Library provides educational, informational, and recreational services for all community residents; provides both print and non-print resources that respond to the interests and needs of a diverse population; provides convenient access and adequate space for users and resources; and promotes a broad awareness of the Library and its services. The Library contributes to the enrichment of Carlsbad's residents by supporting lifelong learning, the pursuit of knowledge, and serving as a community gathering place.

KEY ACHIEVEMENTS FOR 2010-11:

- Enhanced Library performance measures to more accurately reflect patron satisfaction with desired services.
- Analyzed workflow in three divisions to increase efficiency and leverage retirements.
- Lead exploration of and planning for next generation library automation solutions.
- Successfully renegotiated agreement for Library automation services with existing service provider to allow staff to proceed with procurement of next generation services on schedule.
- Secured grant to assess programs and services for adults 50+.

KEY GOALS FOR 2011-12:

- Procure and implement next-generation library automation systems.
 - Upgrade Discovery service to provide single search experience across all print/non-print resources.
 - Replace seven year old patron copier/printer systems and update with current technology; and evaluate automated payment processing options for print/copy service efficiency.
 - Evaluate and select next generation Integrated Library Information System (ILS) to position the library for industry changes over the next decade.
 - Implement mobile device application(s) to allow patrons to perform routine library functions from their mobile devices (search, holds, view accounts, etc.).
- Complete design plan for re-carpeting and re-engineering of various spaces at the Dove Library to create more efficient use of facilities within the existing footprint of the building.
- Evaluate range of services provided by Library and identify potential service modifications to adjust to the changing demographics of Carlsbad Library patrons.
- Update the Library's budget document communication tools to more clearly tell the story of Library services and what services and programs are provided to the public with the allocated resources.

SIGNIFICANT CHANGES:

- Reduced 1.0 FT position due to retirement of Graphic Artist.
- Converted one position to Technology Librarian to better serve patrons' changing technology needs
- Reduced materials budget by nine percent (9%) for FY 2011-12.

PROGRAM: GEORGINA COLE LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY ACCT NO. 0014010/0014015-16/0014025/0014035/0014069

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,779,829	\$1,829,078	\$1,862,492	\$1,853,811
MAINTENANCE & OPERATIONS	762,593	372,165	511,344	532,838
CAPITAL OUTLAY	7,126	2,981	0	0
GRAND TOTAL	\$2,549,548	\$2,204,224	\$2,373,836	\$2,386,649
FULL TIME POSITIONS	12.75	12.75	12.75	12.75
HOURLY/FTE POSITIONS	21.40	21.10	21.10	21.10

WORK PROGRAM:

The Georgina Cole Library, located in North Carlsbad, is designed to provide the community with print and non-print materials for adults, teens, and children, with special collections in genealogy and local history. Services provided include reference assistance, public computer use for adults and children, special programs for all ages, and monthly exhibits offered by local residents.

PROGRAM ACTIVITIES:

Cole Library Administration

Administrative staff at the Georgina Cole Library participates in Library Administration operations in conjunction with the main Administrative offices at the Carlsbad City Library on Dove Lane.

- Manage the Georgina Cole Library and the Library Learning Center's facilities, budget, and collections.
- Coordinate library vehicle maintenance, and daily courier service.
- Maintain awareness of the community's needs and coordinate operations with other city departments.
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites.
- Provide liaison services to the Carlsbad Historic Preservation Commission.

Circulation

The Circulation division maintains Library patron accounts and manages the circulation of library materials. Circulation staff:

- Issue library cards to borrowers and Internet users; circulate print and audio/visual materials; track intransit, reserved and overdue items; sort and shelve all library materials
- Collect fines and fees; reconcile daily money transactions; generate financial reports; process and disburse refunds and oversee collection agency accounts.
- Receive and transfer incoming phone calls; provide phone renewal and information
- Serve as a first point of inquiry and direction for patrons entering the Library.
- Enroll visually-impaired patrons in the Braille Institute services; exchange and provide repair for malfunctioning Braille audio machines
- Coordinate Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials.

WORKLOAD STATISTICS:

	2008-09	2009-10
Library Visits	209,663	253,598
Circulation	396,069	409,725
Reference Questions	102,714	111,861
Computer Users	59,558	58,535
Children's/Teen Programs	662	647
Children's/Teen Program Attendance	19,280	19,269
Genealogy Programs	71	70
Genealogy Program Attendance	2,995	2,926
Genealogy In-House Usage	21,480	19,545

PROGRAM:
FUND:
PROGRAM GROUP:

GEORGINA COLE LIBRARY
GENERAL
LIBRARY

PAGE TWO

ACCT NO. 0014010/0014015-16/0014025/0014035/0014069

Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources, and staffs public service desks. Both librarians and support staff offer reader's advisory assistance.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; facilitate book clubs; administer services to homebound patrons and provide assistance to the public with access to the Internet and software programs on public access computers
- Staff manages a collection of 200 magazines and 14 newspapers and related back files.
- Computer lab staff provides assistance with public access to the Internet and other software programs.
- History Room staff provides and maintains a repository for collecting, preserving, and researching local history and reply to community and city needs for historic photos and information.

Children's

The Children's Services Division at Cole supports the informational, recreational, literacy and cultural needs of young patrons from infants through teens, as well as their parents, caregivers and teachers.

- Plans, schedules and conducts fun and educational year-round programs for youth of all ages which promote the Library as a positive place, encouraging early and traditional literacy as well as other forms of literacy such as information, computer, and cultural literacy.
- Introduce youth to literature and promote early family learning through interactive story time and craft programs.
- Answers reference questions and readers' advisory inquiries using print and non-print resources.
- Provides Internet-accessible computers for research, homework and recreational use.
- Provides entertaining and educational social activities and programs for teens encouraging library use and lifelong learning.
- Works with other youth-related organizations to promote Library services and outreach to the community.
- Provides classroom visits, library instruction and tours for children, teens and other youth-related groups.

Genealogy

The Genealogy Division provides reference and instructional assistance to patrons researching their ancestry. Genealogy staff manages the selection, classification, and organization of a 23,000 volume collection, 9,000 microfilm rolls, 150,000 microfiche, and 75 compact discs. It is a collection of excellence that draws researchers from all over the nation.

- Responds to in-person and telephone reference requests; provides individual patrons with a general introduction to the collection; provides instruction on the use of the catalog and other finding aids; instructs on the use of various equipment including computers, and microfilm/fiche readers and printers.
- The North San Diego County Genealogical Society (NSDCGS) has been a support group for this collection for 34 years. The division works with and assists the Society in fund-raising for the acquisition of materials for the collection and in instructional programs.

KEY ACHIEVEMENTS FOR 2010-11:

- The North San Diego County Genealogical Society donated funds to purchase, install, and maintain a book scanner for use by library patrons.
- Completed pilot program for in-library loan of portable computers to increase public computer access and purchased permanent equipment for patron use with funds from the Friends of the Library.
- Re-arranged adult reference area to create a more inviting, functional, and safe space.
- Re-organized children's collection to provide additional space and usability for middle school and young adult collections.
- Promoted current oral history collection and piloted new model for oral histories through Carlsbad History Room and Community Relations.

SIGNIFICANT CHANGES:

- None

PROGRAM:
FUND:
PROGRAM GROUP:

CARLSBAD CITY LIBRARY
GENERAL/SPECIAL REVENUE
LIBRARY

ACCT NO. 0014070-4095, 1754010, 1454013

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$2,632,602	\$2,618,172	\$2,620,314	\$2,755,961
MAINTENANCE & OPERATIONS	1,485,737	1,461,250	1,271,535	1,322,634
CAPITAL OUTLAY	67,827	17,906	0	0
GRAND TOTAL	\$4,186,166	\$4,097,328	\$3,891,849	\$4,078,595
FULL TIME POSITIONS	19.50	19.50	19.50	19.50
HOURLY/FTE POSITIONS	25.70	25.70	25.70	25.70
GENERAL FUND	\$4,142,413	\$4,038,331	\$3,888,649	\$4,017,595
SPECIAL REVENUE	43,753	58,997	3,200	61,000
TOTAL FUNDING	\$4,186,166	\$4,097,328	\$3,891,849	\$4,078,595

WORK PROGRAM:

The Carlsbad City Library on Dove Lane is located in South Carlsbad. Services include print and non-print materials, reference and information, computer labs for adults and children, special programs, an art gallery, and the Friends of the Library bookstore, as well as an auditorium and meeting room.

PROGRAM ACTIVITIES:

Administration

Administration provides leadership for the Carlsbad City Library system; plans for the growth of resources and facilities; manages all budget and fiscal matters; coordinates relations with local and State government, the Library Board, the Friends of the Library, the Carlsbad Library and Arts Foundation, and the Serra Cooperative Library System.

- Prepares department budget; process invoices, and requisitions; monitors expenditures; maintains fiscal records.
- Handles grants and reports at local and State levels.
- Develops and plans technology solutions to effectively deliver library services.
- Provides leadership for the Library's divisions.

Circulation

The Circulation division maintains Library patrons' accounts and manages the circulation of library materials.

- Circulation division issues new and replacement library cards to borrowers and Internet users; circulates print, audio/visual materials and equipment to all library patrons; tracks in transit, reserved and overdue items; sorts, organizes and shelves all library materials; handles phone calls and renewal message lines; manages patron notification.
- Collects fines and fees; reconciles daily money transactions, generates financial reports, processes and disburses refunds, and oversees collection agency accounts.
- Manages operation of conveyor belt system
- Exchanges and provides repair for malfunctioning Braille machines.

WORKLOAD STATISTICS:

	<u>2008-09</u>	<u>2009-10</u>
Library Visits	415,487	434,085
Circulation	922,462	895,055
Reference Questions	172,967	172,301
Computer Users	94,713	86,606
Children's/Teen Programs	443	470
Children's/Teen Program Attendance	21,913	22,334

PROGRAM:
FUND:
PROGRAM GROUP:

CARLSBAD CITY LIBRARY
GENERAL/SPECIAL REVENUE
LIBRARY

PAGE TWO

ACCT NO. 0014070-4095, 1754010, 1454013

Reference

Reference staff assists the public with information needs; provides instruction in the use of resources; performs research for the public, local business, and government; locates library materials for patrons; and provides reader's advisory assistance. Reference support staff provides interlibrary loan service; updates reference sources; and staffs public service desks.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Information Desk staff provides directional information and answers basic reference questions.
- Reference staff manages a collection of 285 magazines and 25 newspapers and related back files.
- Computer lab staff provides assistance with access to the Internet and other software programs.
- Young Adult Services staff develops programs and activities that encourage and support library use by teens.

Children's

The Children's Division supports youth from infancy through middle school by meeting their informational, recreational, literacy development and cultural needs. The Division also assists parents, teachers and adult students through a variety of resources.

- Respond to in-person and telephone reference questions and provide readers' advisory assistance using print and non-print resources.
- Plan and implement a variety of programs that promote learning and literacy, e.g., story times, puppet shows reading groups and special holiday events.
- Work with other youth-oriented organizations to promote library services and outreach to the community.
- Offer after-school volunteer homework assistance, group tours and library skills instruction.
- Provide youth and parent access to Internet resources through the Leichtag Family Foundation Computer Lab. Assist with scanning, printing and saving work as needed.
- Offer age-appropriate introductory sessions on Microsoft Word, PowerPoint and other programs students need to achieve academic success.

KEY ACHIEVEMENTS FOR 2010-11:

- Outsourced processing of all overdue and reserve notices resulting in significant savings.
- Completed workflow analysis study for Technical Services, Collections/Acquisitions and Circulation divisions.
- Completed implementation plans for integrated library automation system (ILS) and patron Print/PC management system upgrade projects.
- Completed procurement process for catalog and discovery services upgrade.
- Implemented online donations processing.
- Upgraded memory in all computers and improved wireless services to the public.
- Implemented PCI compliance procedures to increase security for credit/debit card transaction processing.
- Improved efficiency and increased flexibility and cross-training through consolidation of staffing and elimination of a service desk.

KEY GOALS FOR 2011-12:

- Implement e-book program
- Implement library catalog and discovery services upgrades.
- Complete procurement process and begin implementation for library automation system and public PC/Print Management system upgrades.
- Engage community virtually using current web technology (Web 2.0/3.0).
- Complete design plan for re-carpeting and re-engineering of various spaces at the Dove Library to create more efficient use of facilities within the existing footprint of the building.

SIGNIFICANT CHANGES:

- None

PROGRAM: LIBRARY LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014030/0014055-6

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$423,498	\$451,678	\$475,419	\$475,049
MAINTENANCE & OPERATIONS	129,150	411,079	334,968	367,009
CAPITAL OUTLAY	0	12,188	0	0
GRAND TOTAL	\$552,648	\$874,945	\$810,387	\$842,058
FULL TIME POSITIONS	2.75	2.75	3.00	3.00
HOURLY/FTE POSITIONS	5.00	5.40	5.40	5.40

WORK PROGRAM:

The Library Learning Center serves as a resource to foster life-long learning through its support of early literacy, family literacy, and adult literacy programs and activities. In addition to serving as a regular library facility, the Learning Center provides two user-focused programs, Bilingual Services and Literacy Services. Learning Center staff actively network with community agencies and organizations, as well as the school district, to provide outreach, presentations, information about library services, and the promotion of reading, literature, and library use to our diverse community.

PROGRAM ACTIVITIES:

Bilingual Services offers a welcoming and culturally sensitive environment that enables Spanish-speaking residents and non-traditional library users to obtain information, to access technology, and to find library materials. Services include a Spanish language and bilingual Spanish-English print and media collection, bilingual literature-based programs for children, homework assistance, and Spanish language computer classes.

Literacy Services provides learning assistance in reading, writing, comprehension, math, and life skills to English-speaking adults and students participating from Carlsbad High School. New learners are assessed to determine literacy needs and recommend appropriate curriculum to assist in meeting learning goals. The program also provides orientation, training, and on-going support to new and established volunteer tutors to help them foster the development of positive self-esteem in their learners and the practical application of literacy skills in the home, workplace, and community.

WORKLOAD STATISTICS:

	2007-08	2008-09	2009-2010
Library Visits	27,087	45,782	61,831
Circulation	13,068	16,344	18,192
Reference questions	3,199	7,960	16,909
Computer users	8,876	11,051	12,723
Program Attendance	3,940	7,062	7,166
Literacy Learners	145	139	146
Literacy volunteer tutors	114	102	106
Literacy volunteer hours donated	11,836	11,000	14,165

PROGRAM: LIBRARY LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY

PAGE TWO

ACCT NO. 0014030/0014055-6

KEY ACHIEVEMENTS FOR 2010-11:

- The Learning Center celebrated its second year anniversary in August 2010. Usage continued to rise through the second year.
- Literacy Services was again selected by the State Library as one of only four sites in California to host the Adult Learner Leadership Institute, a program which focuses on literacy leadership and advocacy by and for learners.
- Bilingual and Literacy Services collaborated to increase digital publicity using redesigned website, e-newsletters, e-calendars.
- Collaborated with Dove and Cole staff to provide adult computer classes and children's programming at the Learning Center.
- Completed an analysis of costs and a needs assessment survey to align LLC hours with other Library facilities.
- Lobby furnishings, display pieces, and donor wall were completed.
- Completed Library training initiative to ensure consistent, standard training on core competencies and specific functional skills.

KEY GOALS FOR 2011-12:

- Establish partnership with local agencies and/or educational institutions to provide English as a Second Language (ESL) classes on site.
- Explore ways to incorporate volunteer-based youth literacy programming.

SIGNIFICANT CHANGES:

- Learning Center use statistics continue to increase steadily after opening in August 2008 and are reflected in the Workload Statistics.

PROGRAM: TECHNICAL SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014040

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$672,228	\$641,719	\$631,353	\$621,026
MAINTENANCE & OPERATIONS	84,353	63,074	164,773	136,744
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$756,581	\$704,793	\$796,126	\$757,770
FULL TIME POSITIONS	7.00	7.00	6.00	6.00
HOURLY/FTE POSITIONS	2.50	2.50	2.50	2.50

WORK PROGRAM:

The Technical Services Division catalogs and prepares library materials for public use; maintains the Library's on-line database; and manages the library's circulation system, on-line catalog, and related automated programs.

WORKLOAD STATISTICS:

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>
Items cataloged & processed	37,936	34,467	35,092
Items handled for binding	1,334	650	619
Items withdrawn	39,248	46,995	41,168

PROGRAM ACTIVITIES:

Cataloging and Database Maintenance

- Catalogs newly purchased print and audiovisual materials and electronic resources.
- Adds new items to the on-line database and deletes information on lost or discarded materials.
- Provides physical processing of newly added materials.
- Repairs damaged materials and arranges for binding and re-binding.

Integrated Library System (Includes Circulation System and On-Line Catalog)

- Manages the Library's integrated library software, including the catalog interface.
- Coordinates installation of software upgrades and related documentation and training.
- Generates daily, monthly, and annual statistical and system management reports.

KEY ACHIEVEMENTS FOR 2010-11:

- Implemented configuration changes to support changes in the catalog and in Library collections, including downloadable e-books.
- Provided custom statistical reports to support multiple Library projects.
- Participated in planning for addition of new software and services, including writing and editing RFIs.

KEY GOALS FOR 2011-12:

- Evaluate next generation library automation systems and analyze necessary changes to migrate data.
- Participate in the evaluation of division workflow and implement recommended changes.

SIGNIFICANT CHANGES:

- None

PROGRAM:
FUND:
PROGRAM GROUP:

COLLECTION DEVELOPMENT & ACQUISITIONS
GENERAL/SPECIAL REVENUE
LIBRARY

ACCT NO. 0014045/1454010-11

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$202,943	\$204,686	\$179,522	\$194,902
MAINTENANCE & OPERATIONS	1,010,417	946,311	911,836	841,765
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,213,360	\$1,150,997	\$1,091,358	\$1,036,667
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.60	0.50	0.50	0.50
GENERAL FUND	\$1,089,734	\$1,013,697	\$1,091,358	\$1,036,667
SPECIAL REVENUE	123,626	137,300	0	0
TOTAL FUNDING	\$1,213,360	\$1,150,997	\$1,091,358	\$1,036,667

WORK PROGRAM:

Coordinate the selection of materials and plan collection development for all libraries. Allocate and monitor all materials budgets. Order and receive all print and non-print materials.

WORKLOAD STATISTICS:

PROGRAM ACTIVITIES:

Planning

- Plan for new materials formats to add to collection.

Budgeting

- Prepare division and library-wide materials budgets.
- Monitor expenditures for division and materials.

Coordinate Selection of Materials

- Coordinate selection and ordering of print and non-print materials.

Weeding

- Keep collection current by removing outdated and unused materials.

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>
Orders Placed	1,294	1,295	1,273
Items Received	31,776	29,660	29,229
Donations Added	1,100	933	1,521

KEY ACHIEVEMENTS FOR 2010-11:

- Managed transition to new leadership of division with retirement of Senior Librarian in September 2010.
- Added oversight of mail room.

KEY GOALS FOR 2011-12:

- Implement downloadable e-book service.
- Participate in workflow analysis and implement recommendations that will improve operations.

SIGNIFICANT CHANGES:

- Reduced materials budget by 9% in FY 2011-12.

PROGRAM: COMMUNITY RELATIONS
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014060

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$480,599	\$393,995	\$487,956	\$395,950
MAINTENANCE & OPERATIONS	92,985	74,774	166,050	156,941
CAPITAL OUTLAY	29,778	0	0	0
GRAND TOTAL	\$603,362	\$468,769	\$654,006	\$552,891
FULL TIME POSITIONS	4.00	4.00	4.00	3.00
HOURLY/FTE POSITIONS	4.05	4.05	4.05	4.05

WORK PROGRAM:

The Library's Community Relations Division coordinates marketing and public relations for Library-wide programs and services. This includes overseeing the Library's adult programs, production of library publications, Library website and social media initiatives. In addition, the division provides a wide range of event management services and related activities in support of programs staged in the Library's Schulman Auditorium and Gowland Meeting Room. Responsibilities include overseeing rental facility operations, facility scheduling and providing technical support for programs. Event services provided include lighting and sound, presentation technology and multi-media support. Production services enable events to reach broader community audiences via the Library website, city YouTube channel, circulating library collections and cable TV.

PROGRAM ACTIVITIES:

Marketing & Public Relations

- Market and publicize library programs and services.
- Coordinate website communications and e-newsletter.
- Coordinate social media initiatives.

Programming

- Plan, execute and evaluate programs including author lectures, play readings, film series, poetry readings and writing workshops and concert series.

Graphic design and printing

- Design and layout library flyers, calendars, brochures and forms. Print in-house or coordinate outsourcing of printing. Coordinate design for electronic materials including e-newsletters and website banners.

Programming Support

- Provide quality support for Library and city staff as well as community groups using the Ruby G. Schulman Auditorium and Gowland Meeting Room. Provide technical support and production recordings as needed. Provide event support for Learning Center and Cole Library programs as needed.

Media Production

- Provide various video and audio production services for Library programs as well as community members who purchase video and audio production services.
- Facilitate city's phone system "hold" recordings.
- Promotional photography of Library services and programs

PROGRAM: COMMUNITY RELATIONS
FUND: GENERAL
PROGRAM GROUP: LIBRARY

PAGE TWO

ACCT NO. 0014060

KEY ACHIEVEMENTS FOR 2010-11:

- Converted a vacant position to Media & Graphics Supervisor to create operational efficiency and completed new hire to oversee day-to-day activities.
- Grew Library e-newsletter list to more than 3,000 and Twitter followers to more than 300
- Began contributing regular Library column to local community news site
- Began marketing Library programs and services via in-lobby display monitors
- Additional marketing of lesser-known services, such as the Homebound Program and History Room

KEY GOALS FOR 2011-12:

- Launch further social media initiatives approved by City Communications office to engage community virtually.
- Continue to organize Community Relations division for increased efficiency and cross train additional staff.
- Continue to market lesser-known Library and Cultural Arts services.
- Launch redesigned and upgraded Intranet, in conjunction with Communications office.

WORKLOAD STATISTICS:

	<u>2008-09</u>	<u>2009-10</u>
Events Supported	787	810
Program Attendance	38,687	42,852

SIGNIFICANT CHANGES:

- Reduced 1.0 FTE Graphic Artist position.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$619,288	\$607,780	\$625,285	\$607,236
MAINTENANCE & OPERATIONS	367,336	284,165	296,526	290,215
CAPITAL OUTLAY	1,778	0	0	0
GRAND TOTAL	\$988,402	\$891,945	\$921,811	\$897,451
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	3.25	3.25	3.25	3.25

PROGRAM DESCRIPTION:

The City of Carlsbad's Cultural Arts Office fosters the awareness, appreciation, and expression of the cultural arts among the diverse audiences in the City of Carlsbad. Through a broad range of performing and visual arts programs, youth and family educational activities, grants to local arts organizations and artists, public art projects, information services and publications, all of which are designed to engage and enrich the individual and to build community partnerships and spirit, the Cultural Arts Office strives to encourage lifelong learning in the arts and to make art and culture an accessible, integral and inspiring part of the community's daily life.

KEY ACHIEVEMENTS FOR 2010-11:

- Produced more than 50 performing arts-oriented events attracting approximately 75,000 people, including the TGIF Jazz in the Parks concert series and a variety of Ruby G. Schulman Auditorium-based programs funded by the Gartner Endowment Fund.
- Presented six new visual art exhibitions in the William D. Cannon Art Gallery and one new exhibition in the Sculpture Garden, attracting over 35,000 visitors.
- Continued to present the Three-Part-Art arts education program including lesson workbooks, guided exhibit tours, and creative workshops. New busing initiative to help children from Title One area schools participate in the program implemented, with funding provided by a private donor. Approximately 5,000 Carlsbad students and adult chaperones served overall.
- Presented five Family Open Studio events (hands-on art activities associated with gallery exhibitions), attracting over 1,400 participants.
- Awarded a total of \$25,000 in Community Arts Grants: seven in the Organizations/Artist Partnerships category; 11 in the Arts Education category, resulting in the community presentation of more than 60 performances, exhibits, and special projects.
- Partnered with San Diego Opera, Carlsbad Music Festival, Museum of Making Music, the Carlsbad City Library, the Batiquitos Lagoon, the San Diego Arts & Culture Commission, Neighborhood & Housing Services, and the Playwrights Project on a variety of public programs and projects.
- Provided information services via the city website, direct mail, telephone, program rack cards, exhibition brochures, Arts Brag (for schools), and Arts News (for the general public).
- Provided advice on a number of administrative and programmatic issues to the Carlsbad Sister City Ambassadors, a newly formed non-profit, community-based organization.
- Concept design for the public art component of the Joint First Responders Training Facility approved by City Council; contract to proceed with fabrication and installation also approved.
- Repair and conservation of Ellen Ziegler's "Reflecting Pool," a major work in the city's Public Art Collection sited at the Carlsbad City Library, initiated.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

PAGE TWO

SUMMARY

KEY GOALS FOR 2011-12:

Top-Quality Services

- Develop strategies to expand fund-raising activities in partnership with the Carlsbad Friends of the Arts and the Carlsbad Library and Arts Foundation.
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grant program.

Learning, Culture & Arts

- Continue to implement gallery arts education services and to work with school districts serving Carlsbad on arts education, with special emphasis on the Gallery's Three-Part-Art program and new busing program.
- Offer community-wide, educational opportunities for children and adults, such as the Family Open Studios and Art At Jazz programs.
- Expand gallery tours to adult audiences, using volunteer docents.
- Participate in development and implementation of family-friendly events presented in Carlsbad Village.
- Present four new exhibitions in the Cannon Art Gallery.

Citizen Connection

- Add email blasts via Constant Contact software to marketing initiatives implemented by the Arts Office.
- Revise and update the Arts Office's "Yellow Pages," a Web-based guide to the area's arts-related services and organizations, to become a useful on-line resource for community.

SIGNIFICANT CHANGES:

- General Fund is absorbing a greater portion of cost to run TGIF Jazz in the Parks program due to decline in donation and sponsorship funding.

PROGRAM: ARTS OFFICE
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014062-65/0014067-68/
1424067/1754065

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$596,346	\$583,458	\$601,455	\$606,896
MAINTENANCE & OPERATIONS	298,492	221,938	229,006	213,595
CAPITAL OUTLAY	1,778	0	0	0
GRAND TOTAL	\$896,616	\$805,396	\$830,461	\$820,491
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	2.47	2.43	3.25	3.25
GENERAL FUND	\$855,128	\$793,454	\$804,361	\$818,491
SPECIAL REVENUE	41,488	11,942	26,100	2,000
TOTAL FUNDING	\$896,616	\$805,396	\$830,461	\$820,491

WORK PROGRAM:

Implement the goals and policies of the City Council and the Arts Element of the city's General Plan to develop, plan, promote and carry out visual and performing arts programs and activities to create a climate that encourages cultural and artistic development in Carlsbad and to enhance the educational opportunities for all segments of the community.

PROGRAM ACTIVITIES:

Programs

- Produce nine Jazz in the Park concerts during the summer 2011 season.
- Offer educational programs on arts and culture for children and adults.
- Offer performing arts programming at the Ruby G. Schulman Auditorium and other Carlsbad locations.
- Offer a variety of summer arts camps, including Creative Arts Camp and Club Pelican (a nature and art camp).
- Present four new exhibitions in the Cannon Art Gallery and continue the exhibition in the Sculpture Garden.
- Coordinate fabrication and installation of public art component of Joint First Responders Training Facility.

Information

- Produce a calendar/newsletter three times per year.
- Produce ArtsBrag, an arts education newsletter three times a year.
- Keep the Arts Info Line up-to-date for 24-hour call-in access.
- Provide information, opportunities, and resources to artists, citizens, and the press.
- Provide educational materials for teachers on three gallery exhibitions via the Three-Part-Art education program and printed materials for exhibitions via brochures and exhibition catalogues.
- Offer arts information on the city's Web page.
- Increase connection to residents through Constant Contact email delivery software

Volunteers

- Utilize volunteers for mailings, gallery events, gallery docent tours for adults, jazz concerts, summer art camps, Three-Part-Art, etc.
- Work closely with Carlsbad Friends of the Arts on building their leadership and fundraising capacity.

PROGRAM: ARTS OFFICE
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: CULTURAL ARTS

PAGE TWO

ACCT NO. 0014062-65/0014067-68/
1424067/1754065

WORKLOAD STATISTICS:

<u>Delivery of Top-Quality Services</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Arts Office Events/Attendance	45/80,000	44/80,000	50/75,000
Community Grants Awards/Budget	17/25,000	16/25,000	18/25,000
<u>Educational Opportunities – Information Services</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Newsletters (Issues/Distribution)	4/20,000	3/15,000	3/15,000
Special Publications (Per Year/Distribution)	19/25,000	16/22,000	14/20,000
Arts Info Line Calls (Monthly)	20	40	45
<u>Diverse Economic Opportunities</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Grants, Contributions, and Earned Income	\$65,000	\$64,000	\$52,000

SIGNIFICANT CHANGES:

- Public Art Fund (142 4067) shifted from Special Revenue Account status into General Fund.

PROGRAM: SISTER CITY
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014066

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	4,807	3,037	0	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$4,807	\$3,037	\$0	\$0
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

None. In FY 10-11 the Sister City Committee transitioned from a city-administered and funded program to an independent, 501(c)(3), non-profit organization.

PROGRAM ACTIVITIES:

- None

SIGNIFICANT CHANGES:

- Sister City program ended in FY 10-11 as a city-administered and funded program.
- A new and independent, 501(c)(3), non-profit organization was organized and developed in FY 10-11 and took over Sister City relationships and program activities.
- No budget is assigned for these activities in the future.

PROGRAM: CULTURAL ARTS DONATIONS
FUND: SPECIAL REVENUE FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 14840XX

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$22,942	\$24,322	\$23,830	\$340
MAINTENANCE & OPERATIONS	64,037	59,190	67,520	76,620
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$86,979	\$83,512	\$91,350	\$76,960
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.78	0.82	0.00	0.00

WORK PROGRAM:

Provide a variety of cultural arts programs to all Carlsbad residents.

PROGRAM ACTIVITIES:

Continue Cultural Arts Programming

- During the summer 2011 season, present nine TGIF Jazz in the Park concerts.
- Produce and distribute TGIF Jazz souvenir program, produced in collaboration with Wheelhouse Media, Inc.
- Present four exhibitions in the William D. Cannon Art Gallery
- Offer Three-Part-Art programs to 3rd and 4th graders in Carlsbad.

Actively Pursue the Contribution of Gifts and Funds for the Arts

- Seek out corporate sponsorships for advertising in TGIF Jazz souvenir program and for underwriting jazz concerts.
- Assist Friends of the Arts in fundraising efforts at jazz concerts and for increasing membership.
- Seek out contributions and donations for William D. Cannon Art Gallery's Three-Part-Art education program.

KEY GOALS FOR FY 2011-12:

- During the summer 2011 season, present nine TGIF Jazz in the Park concerts with an attendance total of over 40,000.
- Raise over \$46,000 in contributions: \$30,000 for TGIF Jazz; \$16,000 for Three-Part-Art.

SIGNIFICANT CHANGES:

- General Fund is absorbing a greater portion of cost to run TGIF Jazz in the Parks program due to decline in donation and sponsorship funding.

PROGRAM: PARKS & RECREATION
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$7,387,475	\$7,386,284	\$7,884,416	\$7,848,987
MAINTENANCE & OPERATIONS	5,989,020	5,976,353	5,915,575	6,625,346
CAPITAL OUTLAY	317,948	61,842	4,690	0
GRAND TOTAL	\$13,694,443	\$13,424,479	\$13,804,681	\$14,474,333
FULL TIME POSITIONS	73.50	72.95	71.95	70.95
HOURLY/FTE POSITIONS	61.65	61.76	61.76	61.76

PROGRAM GROUP DESCRIPTION:

With guidance from the City Council and the Parks & Recreation Commission, as well as assistance from various city departments, the Parks & Recreation Department provides diversified recreation facilities, parks, trails and programs for all ages of the population that live, work and/or recreate in Carlsbad. The Department is responsible for planning future parks sites and trails, the maintenance and operations of parks, Downtown Village landscapes, beach accesses, trails, street trees, medians planters, open space and preserves, as well as the operations of community centers and recreation programs including senior activities, youth and adult sports programs and leagues, special events, camps, preschool combined with a parental education component, instructional classes, teen programs, facility rentals, aquatics, senior nutrition (home meal and congregate services through the Senior Center), and senior transportation programs. The Department also operates several community centers/gymnasiums and two historic sites: Magee Park and Leo Carrillo Ranch Historic Park, and coordinates beach and lagoon preservation activities with the State of California, other resource agencies, special interest groups, and non-profit foundations.

Staff resources support the Parks & Recreation Commission, the Senior Commission, and the Beach Preservation Committee, which act in an advisory capacity to the City Council on matters pertaining to parks, landscapes, street trees, recreation programs, senior activities, related facilities, and beach and lagoon preservation/stewardship activities.

KEY ACHIEVEMENTS FOR 2010-11:

- Continued to study and implement a cost recovery model and resource allocation methodology.
- Maintained approximately 47 miles of citywide trails and performed trail improvements/amenity installations, in accordance with Trail Master Plan.
- Continued management, design, and development of the Alga Norte Park and Aquatics Center project.
- Began construction on the second and final phase of the barn restoration and theater project at Leo Carrillo Ranch.
- Continued to implement the Parks & Recreation Department's strategic plan to define and reinforce the core concepts of promoting access to open space, providing safe places to gather, creating lifelong learning opportunities, promoting fitness opportunities, and building a stronger community.
- Began installing trail identification markers, improvements, and amenities along the Lake Calavera Trails, which were recently opened to the public.
- Designed and began installation of Trail Identification Signage program which identifies trailhead access and mile markers for the assistance of the general public, and Police/Fire Department personnel.
- Provided client support during the grading of the Alga Norte Park project, and assumed weed abatement, irrigation maintenance, erosion control, and storm water pollution prevention responsibilities for the site.
- Participated in Envision Carlsbad (General Plan update)
- Commissioned a third party "Operational Assessment" of The Crossings and evaluated potential improvements to the course, green fee structure, and general operational items.
- Implemented and installed a portion of the interpretive sign program at Leo Carrillo Ranch, on the recently constructed informational kiosk.

- Successfully made improvements to the city's special event application process, involving a streamlined application and business license process for events with multiple vendors.
- Maintained, preserved, and enhanced approximately 350 acres of parks, school athletic fields, Downtown Village streetscapes, beach accesses, and landscapes at various civic landscapes. This included the maintenance of 16 parks and 15 special use areas.
- Provided maintenance/refurbishment services to the Recreation Division and other city departments, as well as community groups.
- Managed the city's open space, preserves, and undeveloped park areas which total approximately 800 acres.
- Inspected and augmented contract maintenance of Coastal Rail Trail areas with city staff.
- Administered periodic security patrols of the Coastal Rail Trail and Lake Calavera Trails to deter delinquent activity such as graffiti, dumping and amenity destruction.
- Continued processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the citywide trail easements.
- Focused on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Supported, administered, and inspected the contracted Block by Block Street Tree Pruning Program.
- Responded to approximately 600 street tree service requests, and provided storm, or other emergency assistance as necessary.
- Replanted street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.
- Administered and oversaw contract for landscape maintenance of approximately 60 acres of median planters. Maintenance included litter control, weed abatement, pruning,
- Shrub/tree replacements and irrigation repairs/adjustments.
- Augmented the contract landscape maintenance with city staff on high profile median/parkways in the Downtown Village (approximately three acres), and various other citywide areas.
- Worked with the Human Resources Department to provide training and certify more than 30 department staffers in first aid and CPR.
- Modified business practice for the citywide block inspection/pruning 4-year cycle creating a supplemental block inspection/pruning 2-year cycle to include selective species of street, park, trails, and median trees citywide to allow for an increase in inspections/prunings.
- Administered and supported matters related to beach erosion and shore line preservation. Provided public information, research, representation, and administration on the protection and enhancement of the shore line for the optimum enjoyment of the public.
- Addressed the city's Offshore Profile Monitoring Program and supported the conduction of SANDAG's Regional Offshore Profile Monitoring Program.

KEY GOALS FOR 2011-12:

- Continue to refine and educate our stakeholders about our cost recovery model for determining self-sustaining levels for various divisions in Recreation.
- Develop and implement a pricing policy based on the findings and recommendations of the cost recovery report.
- Revise and update citywide naming rights policy.
- Review and revise park and facility use regulations as it pertains to department sanctioned athletic field use, tournaments, camps and clinics.
- Continue to investigate and analyze the most efficient operations/management plan for the Alga Norte Aquatics Center.
- Provide in-house design and coordination of various park improvements and provide assistance to other departments on design issues.
- Perform refurbishments of irrigation and landscaping to selective parks, trails, and medians planters.
- Continue the utilization of sound management practices to conserve potable water.
- Continue to focus on the landscape/hardscape maintenance in the downtown village in order to routinely address the City Council's priority for this area.
- Study the concept of outsourcing a private rental operational model at Leo Carrillo Ranch
- Provide a diverse array of special events for the community that promote Carlsbad, build community, enrich the individual, energize the Village, maintain balance with variety, and minimize the use of city resources.
- Explore options to fund future park development projects, programs and operations, including pursuing partnerships, sponsorships, and grant opportunities.
- Add newly developed acres of median to the contractual maintenance agreements upon acceptance by the city.
- Add newly developed miles of trails to the city staff/volunteer maintenance service upon acceptance by the city.

- Continue the annual removal of dead, declining or overcrowded trees from Hosp Grove, Woodbine Banks, and Batiquitos Lane, and establish the proactive maintenance of the remainder of the trees within these open spaces in accordance with the Community Forest Management Plan.
- Continue the weed abatement and storm water protection best management practices on undeveloped park sites in accordance with the Open Space Management Plan and the National Pollution Discharge Elimination System requirements.
- Continue to promote and support a safe environment to gather for all facility users and program participants through continued emphasis and multi-agency support of the department's T.R.U.S.T. program.
- Continue to streamline and consolidate administrative services and marketing programs to clearly and consistently communicate with our citizens about our various programs, services and events.
- Prepare monthly agendas for the Parks & Recreation and Senior Commissions that address relevant issues and inspire community involvement.
- Provide and encourage a variety of professional training opportunities to all staff members.
- Promote the use of volunteers in providing city services in the Parks & Recreation Department.
- Incorporate park site refurbishments into ongoing maintenance responsibilities.
- Continue to manage additional trail construction and maintenance responsibilities of Lake Calavera Trails Master Plan.
- Continue to ensure local, State, and Federal representatives are engaged and working together on beach and lagoon preservation/protection projects.
- Continue to represent the city's interests in working with applicable resource agencies, by supporting the dredging operations of the Agua Hedionda and Batiquitos Lagoons.
- Continue design and development of Alga Norte Park.
- Implement third party recommendations and erosion control measures for The Crossings as funds are available.

SIGNIFICANT CHANGES:

- Eliminated a Maintenance Worker I/II position and created a contracted position with a savings of \$5,000.

**PROGRAM: PARK PLANNING
& RECREATION MANAGEMENT**
FUND: GENERAL FUND/SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014510 & 0014545
1404515/1494502-505

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$620,804	\$1,120,145	\$1,207,986	\$1,223,481
MAINTENANCE & OPERATIONS	559,553	272,666	209,927	268,736
CAPITAL OUTLAY	9,975	0	0	0
GRAND TOTAL	\$1,190,332	\$1,392,811	\$1,417,913	\$1,492,217
FULL TIME POSITIONS	6.00	9.70	9.70	10.50
HOURLY/FTE POSITIONS	0.00	0.50	3.18	4.44
GENERAL FUND	\$1,180,037	\$1,365,878	\$1,375,782	\$1,447,809
SPECIAL REVENUE	10,295	26,933	42,131	44,408
TOTAL FUNDING	\$1,190,332	\$1,392,811	\$1,417,913	\$1,492,217

WORK PROGRAM:

The Park Planning & Recreation Management Division within the Parks & Recreation Department provides administrative support for the city's ongoing recreation programs, park and community center activities, trails, and park development efforts. (The administrative support for the Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions are listed in their respective program summaries). The Division also provides staff support to the department commissions, which acts in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and play in the City of Carlsbad.

PROGRAM ACTIVITIES:

Parks & Recreation & Senior Commission

This Division provides staff support to facilitate the effectiveness of the Parks & Recreation Commission in its goal to implement the intent of the Parks & Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Commission agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, senior issues, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct commission workshops to improve the expertise and effectiveness of the commission.

Administrative Services

- Provide the required administrative support to the Parks & Recreation Department, including a total of 70.95 full-time positions and 61.76 hourly/part-time positions.
- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances.
- Keeps the public informed of department programs, services, activities and events through the Community Services Guide, department web site, email marketing, social media, videos, printed materials and news releases.
- Manage the CLASS database system that facilitates the department's reservation and enrollment accounting services.
- Assist with administration for Parks, Trails, the new special events permitting process and Lagoon/open space management.
- Centralized contract agreement processing and monitoring for the Parks & Recreation Department.

PROGRAM: PARK PLANNING
& RECREATION MANAGEMENT
FUND: GENERAL FUND/SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

ACCT NO. 0014510 & 0014545
1404515/1494502-505

PROGRAM ACTIVITIES (continued):

- Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel issues, provide ongoing support to management, general, and part-time employees, volunteers, and implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Parks & Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees.

Park Acquisition, Planning, and/or Development

Ensure adequate park acquisition, development, and rehabilitation in order to comply with the Parks & Recreation Element of the General Plan and to meet the park performance standards of the Growth Management Plan. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Develop, coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Provide staff liaison and support for the operations of the municipal golf course.
- Provide client department support during construction of the Alga Norte Park and Aquatics Center. Process the actions required to create a citywide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Provide in-house design and coordination of various park improvements and provide assistance to other departments on design issues.
- Provide project management for specialized park projects (e.g. Carrillo Barn, Madison Garden, and various shade structures within parks, etc.).
- Participated in Envision Carlsbad (General Plan update).

Recreation Programs

Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Design, produce, and distribute the Community Services Guide three times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available.
- Continually evaluate and implement the fee structure for recreation programs and facility rentals in an effort to sustain a competitive advantage over the private sector for similar services.

SIGNIFICANT CHANGES:

- Increase of 0.80 FTE reallocated from other divisions to better reflect workload.

PROGRAM: RECREATION - FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014522-28

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,123,651	\$924,047	\$1,017,032	\$981,323
MAINTENANCE & OPERATIONS	1,038,883	917,428	1,317,726	1,322,236
CAPITAL OUTLAY	57,103	0	0	0
GRAND TOTAL	\$2,219,637	\$1,841,475	\$2,334,758	\$2,303,559
FULL TIME POSITIONS	7.65	5.90	5.65	4.95
HOURLY/FTE POSITIONS	20.52	19.35	18.49	16.83

WORK PROGRAM:

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational and social needs and interests of the community by providing fee supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. Recreation works with the community to improve the quality of life through its people, parks, and programs. The Recreation Division creates a sense of community through the value it places on people, the diversity of its facilities, parks and trails, as well as programs and services that help to sustain a viable and healthy community.

PROGRAM ACTIVITIES:

The Fee Supported Division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation. Recreation programs include enrichment classes, youth and adult sports, special events, youth day camps, preschool and teen programs. Some of the activities performed by the division include the following:

- Review proposals and negotiate contracts with instructors.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Promote open dialog with the community and respond to their needs.
- Offer 24/7 online services which include field condition updates, league standings, and registration opportunities.
- Evaluate programs, conduct surveys and analyze data on an ongoing basis.
- Monitor and analyze revenue and expenditure reports on an ongoing basis.
- Conduct routine fee market studies.
- Recruit, train, and reward volunteers.
- Recruit program sponsors.
- Provide scholarships for Carlsbad resident youth.
- Promote health and wellness opportunities through special community events and enrichment programs to help position the department as a health and wellness resource for the community.
- Research and implement innovative and cost effective program opportunities.
- Present participant awards to the Parks & Recreation Commission.
- Partner with school districts for youth and teen programming.

PROGRAM: RECREATION - FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

ACCT NO. 0014522-28

KEY ACHIEVEMENTS FOR 2010-11:

- The Parks & Recreation Department continues to partner with the Carlsbad Unified School District to provide lunchtime activities to encourage and increase participation in Recreation Division sponsored teen activities.
- Middle school teens participate in safe, fun, and supervised events.
- In an effort to establish and maintain innovative, cost effective partnerships, the Recreation Division will continue to research opportunities to contract outside professional services.
- Planned, organized, and implemented eight highly successful and well attended community special events.
- Assisted with two new citywide events in the Village: "Halloween on Elm," and "Experience the World in the Village."
 - Improved marketing strategies resulted in the city's website being utilized as a platform to target market specific classes and programs.
 - Increased efficiency and effectiveness of communications efforts that allow the public to indicate which information they prefer to receive, and how they prefer to receive it.
 - Produced short videos for the city's YouTube channel to promote key department messages and highlight individual programs.
 - Continue to use the department website, email, e-marketing tools, social media, online surveys and interactive forms to encourage two-way communications with our customers and improve user convenience.
 - Evaluated the effectiveness of email marketing, department web pages and social media through user statistics analysis.
 - Increased offerings in active recreation programs; pee wee tennis, gymnastics, pee wee soccer, karate, volleyball and a full range of instructional golf classes and camps at The Crossings.
 - Increased sports classes tailored toward early childhood ages (2 – 5).
 - Introduced classes that teach participants the importance of responsibly managing their environmental resources by utilizing recycled materials and encouraging the youth in the community to think ecologically.
 - Doubled attendance in the Leadership in Training and Education (L.I.T.E) Teen Program which currently has a waiting list.
 - Established a professional networking, information and best practice professional group through the California Parks and Recreation Society, National Recreation and Parks Association, and other agencies.
 - All program and services offered by the Parks & Recreation Department will continue to evaluate their program offerings based on survey data and a pyramid methodology for cost recovery.

Workload Measures

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Community volunteers for all Recreation programs				
Volunteers	1,700	1,700	1,710	1,710
Hours	18,000	18,000	18,100	18,200

PROGRAM:
FUND:
PROGRAM GROUP:

RECREATION - FEE SUPPORTED
GENERAL
PARKS & RECREATION

PAGE THREE
ACCT NO. 0014522-28

Workload Measures

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Enrichment Contract Classes by Sessions				
Number of Sessions	1,119	1,110	1,110	1,400
Enrolled	12,198	11,800	12,000	11,200
Revenue	\$621, 460	\$572,000	\$622,000	\$622,000
Enrichment Contract Camps				
Camps	69	63	80	88
Participants	1,341	1,275	1,300	1,300
Revenue	\$182, 320	\$180,000	\$183,000	\$183,000
Sports Contract Camps				
Camps	30	30	30	31
Participants	800	800	820	820
Revenue	\$70,000	\$70,000	\$75,000	\$75,000
Recreation Camps				
Camps	42	37	43	43
Participants	824	851	950	950
Revenue	\$144, 260	\$117,400	\$133,000	\$130,000
Pre-School				
Classes	175	175	175	175
Participants	1,620	1, 960	1, 900	1,900
Revenue	\$174,840	\$195,000	\$185,000	\$185,000

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Youth Sports				
Teams	74	74	74	74
Participants	1,200	1,200	1,200	1200
Spectators	16,000	16,000	16,500	16000
Revenue	\$46,000	\$46,000	\$48,000	\$48,000
Adult Sports				
Teams	336	336	337	336
Participants	5,400	5,400	5,450	5,400
Spectators	31,000	31,000	31,500	31,500
Revenue	\$135,000	\$139,500	\$138,000	\$138,000

PROGRAM: RECREATION - FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

PAGE FOUR

ACCT NO. 0014522-28

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Triathlon				
Participants	1,000	1,000	1,369	1,250
Spectators	4,000	4,000	6,000	6,000
Volunteers			230	230
Revenue	\$105,000	\$117,125	\$128,150	\$115,000
Special Events				
Events	9	8	7	7
Participants	10,700	12,000	9,000	10,000
Volunteers	284	300	315	315
Revenue	\$20,000	\$25,000	\$26,480	\$25,000

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Teens - LITE				
Weeks	32	32	32	32
Participants	20	20	30	30
Revenue	\$1,540	\$3,000	\$2,000	\$2,000
Teens in Action				
Participants	2,100	,100	2,100	3,000
Site Visits at the schools	45	45	34	57
Revenue	\$0	\$	\$492	\$1,312

KEY GOALS FOR 2011-12:

Carlsbad is a city that provides exceptional top quality services on a daily basis by proactively listening, engaging and responding to our citizens:

- Strategically disseminate and collect data from user surveys and analyze responses to improve service delivery.
- Recruit, train, and recognize volunteers in order to improve service quality and reduce program costs.
- Recruit and maintain program sponsors to promote local businesses and reduce operational costs.
- Provide a wide variety of revenue-generating quality recreation opportunities that support the community and enhance transient occupancy taxes (TOT) and sales tax opportunities.
- Promote our Teaching Respect Unity and Sportsmanship through Teamwork (T.R.U.S.T) program statewide through collaboration with the California Park & Recreation Society (CPRS).
- Utilize a customer-focused website design and layout to improve customer service through improved navigation, prominence on the home page, and social networking components (i.e. "forward to a friend" feature, Facebook, blog postings, etc.) in order to better promote 24/7 access to program information, registration and facility rental availability.
- Continue to seek sponsorships and partnerships for teen programming.
- Emphasis on studying trends and providing targeted enrichment programming specifically geared to the next generation of participants.

SIGNIFICANT CHANGES:

- Decrease of 0.70 FTE reallocated to other divisions to better reflect workload.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

ACCT. NO. 0014520

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$431,468	\$415,068	\$445,930	\$451,943
MAINTENANCE & OPERATIONS	142,794	170,749	172,555	171,868
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$574,262	\$585,817	\$618,485	\$623,811
FULL TIME POSITIONS	2.47	2.80	2.80	2.80
HOURLY/FTE POSITIONS	7.50	7.42	7.42	7.42

WORK PROGRAM:

The Aquatics Division provides for the operation of an attractive and safe community pool, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live, work, and/or visit in Carlsbad.

The Agua Hedionda Lagoon Permits Program is included in the aquatics program budget. The permits are issued to reduce the city's liability exposure by requiring all vessels on the water to obtain a valid city use permit.

PROGRAM ACTIVITIES:

Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs are built. Provide education and training to the general public and city employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for individuals wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

Fun and Fitness

Provide opportunities for recreational, fitness, and lap swimming, which assist participants in maintaining physical fitness and health.

Competitive Aquatic Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults; coordinate and schedule Carlsbad High School use of the pool for physical education, swim teams and water polo teams. These programs also assist participants in maintaining physical fitness and health as well as providing a source of social interaction and community pride.

Permits

Issues annual lagoon use permits. Verifies and monitors Hold Harmless Agreement and DMV registration. Enters data and updates database for the Police Department for enforcement. Coordinates with the Police Department to publish and distribute information regarding use, rules, and regulation of the lagoon. Coordinates with launching entities and maintains lagoon use data. Responsible for measuring boats to determine compliance with length limits.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

ACCT. NO. 0014520

AQUATIC WORKLOAD STATISTICS:

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Instructional Lessons				
Lane Hours	1,903	1,866	1,870	1,870
Classes Conducted	350	368	370	370
Registered Resident	1,658	2,228	2,230	2,230
Registered Non-resident	89	172	100	100
Revenue	\$84,818	\$70,680	\$71,000	71,400
Recreation and Lap Swim				
Lane/Hours	18,355	18,731	18,700	18,700
Daily Admissions:				
Youth	5,356	6,634	6,640	6,600
Adult	9,159	8,485	8,500	8,500
Season Pass Admissions	17,777	17,953	17,900	17,900
Revenue	\$79,931	\$76,239	\$76,000	\$76,000
Carlsbad Swim Masters				
Lane/Hours	3,501	3,464	3,000	3,000
Participants	9,032	7,794	7,000	7,000
Revenue	\$35,130	\$32,490	\$30,000	\$30,000
Carlsbad High School Teams				
Lane/Hours	4,622	5,289	5,300	5,300
Participants	10,944	13,012	13,000	13,000
Revenue	\$47,175	\$54,576	\$54,000	\$54,000

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Carlsbad Water Polo (Boys)				
Lane Hours	1,977	2,103	1,900	1,900
Participants	4,690	3,659	3,600	3,600
Revenue	\$19,935	\$21,746	\$21,250	\$21,250
Carlsbad Water Polo (Girls)				
Lane/Hours	646	617	600	600
Participants	1,098	1,330	1,300	1,300
Revenue	\$8,236	\$7,796	\$7,750	\$7,750
Dive San Diego				
Lane/Hours	597	615	615	615
Participants	1,381	1,285	1,285	1,285
Revenue	\$6,812	\$8,456	\$8,000	\$8,000

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

PAGE THREE

ACCT. NO. 0014520

AQUATIC WORKLOAD STATISTICS (continued):

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
North Coast Aquatics				
Lane Hours	2,894	2,894	2,850	2,850
Participants	10,881	10,009	10,000	10,000
Revenue	\$32,251	\$33,452	\$32,250	\$32,250

LAGOON WORKLOAD STATISTICS:

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Lagoon Permits				
Annual Permits	369	449	450	450
Daily Permits	233	185	160	160
CA Water Sports Launches	480	462	400	400
Revenue	\$24,319	\$27,040	\$27,000	\$27,000

KEY ACHIEVEMENTS FOR 2010-11:

- Provided accurate financial and operations information to decision makers about the proposed Alga Norte Park Aquatics Center.
- Updated municipal code to change the 90 minute parking at the Monroe Street Pool to customer parking only.
- Initiated removal of emergency chlorine scrubber.
- Coordinated with the Carlsbad Unified School District to accommodate the renovation of the CHS campus.

KEY GOALS FOR 2011-12:

- Provide a balanced aquatic program to the community on a year-round basis.
- Promote community health and fitness through specific programs targeted at teens and adults including Carlsbad High School "Aquatic P.E." use, springboard diving, water polo and swim team rental usage.
- Continue to research and analyze the most efficient operations/management plan for the Alga Norte Aquatics Center.

SIGNIFICANT CHANGES:

- None

PROGRAM: RECREATION - OPERATIONS
FUND: GENERAL
DEPARTMENT: PARKS & RECREATION

ACCT. NO. 0014540-44/0014546

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,316,668	\$980,783	\$1,040,572	\$1,067,847
MAINTENANCE & OPERATIONS	332,457	346,583	248,677	238,790
CAPITAL OUTLAY	23,636	13,246	0	0
GRAND TOTAL	\$1,672,761	\$1,340,612	\$1,289,249	\$1,306,637
FULL TIME POSITIONS	11.58	9.30	8.75	8.65
HOURLY/FTE POSITIONS	17.89	15.34	14.95	15.30

WORK PROGRAM:

This division provides operational support for the Recreation Division, including the operation of historic parks, three community centers and two gymnasiums, park rentals and several city facilities used by the general public for recreational use and meetings.

PROGRAM ACTIVITIES:

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Division programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications and issue permits for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Staff coordinates classes, meetings, dedications, and other functions at community centers and other city facilities.
- Attendants address customer service issues and conduct routine park patrols of staffed and unstaffed parks. Staff provides general clean-up and associated maintenance at facilities and parks.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Staff continues to maximize facility rental opportunities by monitoring rental demands to improve the availability, quality and condition of rental facilities and picnic areas.
- Rentals continue to increase based on improved amenities, value, and outstanding customer service.
- Provide field and facility assistance and scheduling for resident non-profit sports organizations.

Supervision

Supervisory staff coordinates operations of the community centers/gymnasiums, historic parks and facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and city-wide committees.
- Responds to customers' concerns and requests.
- Service delivery continues to improve through the use of comprehensive training programs and the development of operational manuals.

PROGRAM:
FUND:
DEPARTMENT:

RECREATION - OPERATIONS
GENERAL
PARKS & RECREATION

PAGE TWO

ACCT. NO. 0014540-44/0014546

WORKLOAD STATISTICS:

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Stagecoach Community Center & Park				
Reservations Processed	1,450	1,450	1,450	1,400
Facility Users	400,000	400,000	400,000	400,000
Revenue	\$77,600	\$77,700	\$71,000	\$75,000
Calavera Hills Community Center & Park				
Reservations Processed	875	865	865	870
Facility Users	300,000	300,000	300,000	300,000
Revenue	\$50,500	\$53,000	\$52,000	53,000
Harding Community Center				
Reservations Processed	3,900	4,128	3,700	3,700
Facility Users	178,000	129,400	120,000	120,000
Revenue	\$181,600	\$169,000	\$148,000	\$148,000
Aviara & Poinsettia Parks				
Reservations Processed	525	525	505	505
Facility Users	485,000	485,000	466,520	466,520
Revenue	\$81,600	\$85,000	\$87,300	\$87,300
Leo Carrillo Ranch				
Reservations Processed	45	45	42	45
Facility Users	105,000	105,000	105,000	105,000
Revenue	\$73,700	\$84,000	\$ 93,980	\$101,990

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2010-11
All Sites				
Reservations Processed	6,795	7,013	6,562	6,520
Facility Users	1,468,000	1,419,400	1,391,520	1,391,520
Revenue	465,000	468,700	452,280	\$465,290

KEY ACHIEVEMENTS FOR 2010-11

- Continued to increase participation in Open Play activities at Stagecoach and Calavera Hills Community Centers: pickleball, badminton, and basketball.
- Calavera Hills Community Center was a proud participant in the "Coming Home to Work" program, where a marine or sailor in transition between leaving the military goes to work for the private or public sector. This program was provided by the federal government at no cost to the city. As a result, we benefited from an additional staff member for more than six months.
- Calavera Hills Community Center hosted the badminton portion of the annual Senior Olympics competition.
- Implemented Phase II of the barn restoration and theater project at Leo Carrillo Ranch Historic Park and restored the L. John Simons Twin Inn Gazebo.
- Successfully opened a new interpretive exhibit at Leo Carrillo Ranch Historic Park entitled "Leo Carrillo, his Life and Legacy – A Historic Park for Generations to Enjoy".

PROGRAM:
FUND:
DEPARTMENT:

RECREATION - OPERATIONS
GENERAL
PARKS & RECREATION

PAGE THREE

ACCT. NO. 0014540-44/0014546

KEY GOALS FOR 2011-12:

- Worked with the school district to offer both a tour and the instruction of a California history and art program for 4th grade students at Leo Carrillo Ranch Historic Park.
- Facilitate the equitable distribution of athletic fields by partnering with Carlsbad non-profit sports organizations to ensure customer satisfaction of Carlsbad field users.
- Constantly strive to improve customer service through park patrols and enforcement of park rules and regulations.
- Continue to promote and support a safe environment to gather through the Department T.R.U.S.T. program for all facility users.
- Enhance revenues by promoting and facilitating the rental of city facilities to the public as an attractive and competitive alternative to private sector facilities.
- City parks and facilities provide a place for citizens to connect with the community, place, and spirit through balanced and sustainable land use and with Carrillo Ranch inclusive of providing ongoing historic preservation efforts.
- Continue to train staff on any changes and improvements to the new Facility Rules & Regulations, the Cost Recovery and Resource Allocation "Pyramid" Methodology, and Administrative Orders.
- Staff will continue to work with the Resident Non-Profit Sports Organizations to ensure field lights are turned off in a timely manner to help conserve our resources
- Completion of final phase of barn restoration project at Leo Carrillo Ranch Historic Park. Once complete, this will allow for visitor center operations to be moved to the existing barn.
- Establish a marketing plan to promote facility and picnic rentals.

SIGNIFICANT CHANGES:

- Decrease of 0.10 FTE reallocated to other divisions to better reflect workload.

PROGRAM: SENIOR PROGRAMS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION ACCT NO. 0014570-73,143XXX

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$416,539	\$411,663	\$405,831	\$402,557
MAINTENANCE & OPERATIONS	550,728	513,298	527,117	579,982
CAPITAL OUTLAY	42,195	14,212	4,690	0
GRAND TOTAL	\$1,009,462	\$939,173	\$937,638	\$982,539
FULL TIME POSITIONS	2.80	2.80	2.60	2.60
HOURLY/FTE POSITIONS	8.00	7.93	6.50	6.50
GENERAL FUND	\$980,383	\$916,078	\$896,648	\$947,549
SPECIAL REVENUE	29,079	23,095	40,990	34,990
TOTAL FUNDING	\$1,009,462	\$939,173	\$937,638	\$982,539

WORK PROGRAM:

To provide a broad range of services and activities designed to foster independence, health and wellness and provide opportunities for lifelong learning, fun and socialization for older adults in the Carlsbad area.

PROGRAM ACTIVITIES:

Education/Learning

- Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population. Provide seminars on health and wellness, topics of interest, latest technology, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer use and software programs (i.e., e-mail, Internet, Excel, Word, digital photography, etc.).
- Continue computer lab with open hours for seniors to drop in and receive technical advice.

Recreation

- Offer classes, special events, and activities of particular interest to the mature adult that promotes social interaction.
- Continue the development of programs/groups that appeal to people with similar interests (i.e., Walking Group, PC Users Groups, Writers Groups, Discussion Groups, etc.).
- Provide programming in the evenings and on weekends to attract the rising baby-boomer population.
- Provide opportunities for multiple generations to participate.

Personalized Assistance

Coordinate the provision of professional services necessary to maintain independent lifestyles.

- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance decisions.

Health Services

Arrange for screenings, services, classes, and lectures that promote healthy living.

- Weekly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, (i.e., skin cancer, hearing, podiatry, eye, etc.).
- Continue offering programs and classes that promote physical and mental well being.

PROGRAM:
FUND:
PROGRAM GROUP:

SENIOR PROGRAMS
GENERAL/SPECIAL REVENUE
PARKS & RECREATION

PAGE TWO
ACCT NO. 0014570-73,143XXXX

Senior Grants

- Provide a minimum of 28,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 7,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

Administration

Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.

- After-hours facility rentals.
- Staff scheduling and budget management.
- Volunteer recruitment and training.
- Senior Commission.

Senior Center Operations

- Over 30,000 seniors visit the Senior Center on an annual basis, and participate in activities including the Nutrition Program. The facility provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

Transportation

- The transportation program provides an open door to the community servicing over 7,000 trips for Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical, dental and necessary appointments. An average of 15 participants are picked up daily to participate in the Nutrition Program.

Congregate

- The senior population participating in the Nutrition Program exceeds 28,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday except holidays.. An average of 105 older adults participates daily.
- Continue to bring new and innovative menu items, party themes, and entertainment each month.
- Continue to bundle activities with lunch and transportation to encourage participation (i.e., Lunch & a Movie).

Home Meal

- The Home Meal Program provides approximately 11,000 hot lunches to homebound seniors throughout Carlsbad. Over 30 volunteer drivers provide the transportation to get these meals delivered.
- Increase Home Meal participation by networking with senior/social health workers and faith based organizations.

Fee Supported

- Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population.
- Continue to grow attendance in the Fitness Room through target marketing..
- Continue to explore a variety of contract programs to compliment the Senior Center facilities and attract older adults.
- Continue to offer day trips to provide both cultural and social opportunities for older adults via an outside contract.

PROGRAM:
FUND:
PROGRAM GROUP:

SENIOR PROGRAMS
GENERAL/SPECIAL REVENUE
PARKS & RECREATION

PAGE THREE

ACCT NO. 0014570-73,143XXXX

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2011-12
Transportation				
Serving Days	250	250	250	250
Total Trips	7,033	6198	5,00004	5,700
Total Trips per day	28	24	18	22
Revenue (grant + donations)	\$34,846	\$34,846	\$22,270	\$28,500
Congregate				
Serving Days	250	250	250	250
Meals Served	27,188	26,657	25,086	26,000
Meals per day	108.80	106.6	104	104
Revenue (grant + donations)	\$166,304	\$ 171,501	\$ 158,000	\$169,000
Volunteer Hours	6,761	6313	5247	5800
Volunteer hours per day	27.1	25.3	21.0	23.2
Home Meals				
Serving Days	250	250	250	250
Meals Delivered	9,142	9,142	11,080	10,000
Meals Delivered per day	37	32	31	32
Revenue (grant + donations)	\$45,571	\$35,904	53,704	\$54,600
Volunteer Hours	2,092	1776	2094	1900
Volunteer hours per day	8.4	7.1	8.3	7.6

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2010-11
Rental Facilities				
Facility Bookings	658	1342	1300	1300
Facility Users	23,656	31,822	22,062	22,800
Revenue	\$86,601	\$86,601	\$80,515	\$82,,000

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2010-11
Day Trips Offered	28	3	15	190
Participants	980	158	60	760
Revenue	\$83,872	\$11,797	\$500	\$5,000*

Note: * This revenue estimate is based on a contract service.

Category	Actuals 2008-09	Actuals 2009-10	Estimated 2010-11	Projected 2010-11
Enrichment Classes	92	80	90	100
Participants	310	287	516	600
Revenue	\$13,929	13,149	\$20,000	\$22,000

PROGRAM:
FUND:
PROGRAM GROUP:

SENIOR PROGRAMS
GENERAL/SPECIAL REVENUE
PARKS & RECREATION

PAGE FOUR

ACCT NO. 0014570-73,143XXXX

KEY ACHIEVEMENTS FOR 2010-11

- Re-introduced Senior Trips on a contract basis in June 2011.
- Continued to provide quality Baby Boomer programming.
- Conducted a Fall Prevention Faire in collaboration with the San Diego County Fall Prevention Task Force (First in the County).
- Provided a Healthy Living Workshop series for Managing Diabetes in collaboration with Aging and Independence Services (First in County).
- Co-sponsored the Vital Aging Conference with Aging and Independence Services for North County.
- Launched 'Insight' brain organization, memory and vision classes.
- Partnering with outside agency to provide additional options for food related services.

KEY GOALS FOR 2011-12

- Continue to provide quality services and programs that foster independence and lifelong learning.
- Continue developing baby boomer programming.
- Continue to pursue cost saving efficiencies through contracting, use of volunteers, more efficient use of present assets, etc.

SIGNIFICANT CHANGES:

None

PROGRAM: PARK MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014610, 0014630-35

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$2,765,414	\$2,806,172	\$3,002,320	\$2,939,650
MAINTENANCE & OPERATIONS	2,640,460	3,038,433	2,575,367	3,100,200
CAPITAL OUTLAY	172,254	30,910	0	0
GRAND TOTAL	\$5,578,128	\$5,875,515	\$5,577,687	\$6,039,850
FULL TIME POSITIONS	35.35	34.95	34.95	33.95
HOURLY/FTE POSITIONS	5.39	8.51	8.51	8.56

WORK PROGRAM:

- Maintain, preserve, and enhance approximately 350 acres of parks, school athletic fields, Downtown Village streetscapes, beach accesses, and civic landscapes. This includes the maintenance of 16 parks and 15 special use areas. Provide maintenance/refurbishment services to the Recreation Division and other city departments, as well as community groups. Manage the city's open space, preserves, and undeveloped park areas. Interface with the State of California, other resource agencies, special interest groups, and non-profit foundations on beach and lagoon preservation activities.

PERFORMANCE MEASUREMENTS:

- Service Delivery
Benchmark
Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
Result
Ninety-seven percent (97%) of ratings were at or above 7 on a 10-point scale.
- Maintenance Costs
Goal
Provide aesthetically appealing, safe, well-maintained parks and high profile planter areas, while demonstrating sound fiscal responsibility.
Result
The annual park maintenance cost per acre is \$14,498.
- Customer Service and Satisfaction
Benchmark
Ninety percent (90%) of respondents rate park maintenance as good or excellent on the City of Carlsbad public opinion survey.
Result
Ninety-six percent (96%) of respondents rated park maintenance as good to excellent on the City of Carlsbad public opinion survey.

PROGRAM ACTIVITIES:

Turf and Landscape Maintenance

- Direct management of turf, irrigation, and landscaping. Duties include mowing, renovation, re-planting, trimming, raking leaves/debris, synthetic turf sweeping, planter weeding, soil cultivation, edging, aerating, re-seeding, rodent control, irrigation programming and repair, equipment maintenance, and contract administration/inspection for these services at designated parks, school athletic fields, and Downtown streetscapes.

PROGRAM: PARK MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

ACCT NO. 0014610, 0014630-35

PROGRAM ACTIVITIES (continued):

- Modified business practice for the citywide block inspection/pruning 4-year cycle creating a supplemental block inspection/pruning 2-year cycle to include selective species of park, and median trees citywide to allow for an increase in inspections/pruning.

Restroom Maintenance/Litter Control/Picnic Area Services

- Regularly inspect, maintain, clean, paint, and repair both permanent and temporary restroom facilities. Restock supplies, address graffiti/vandalism, and repair plumbing components/fixtures, comprise other related duties. Also associated with this activity are litter control, trash removal, and picnic area servicing.

Court/Field/Tot Lot Maintenance

- Weekly inspect and maintain tennis courts, basketball courts, soccer fields, and softball/baseball fields. Duties involve sweeping or blowing surfaces, fence inspections/repairs, and paving inspections. In addition, this activity involves weekly maintenance of all park tot lots including sand raking/leveling, sand rototilling, play equipment inspection and repair, and the requisite documentation of such actions.

Irrigation Maintenance

- Regularly inspect and maintain all landscape irrigation systems of city facilities. This includes programming over 100 different controllers. Duties include replacement, repair, trouble shooting, and data entry/programming using the centralized irrigation system.

Miscellaneous Maintenance/Repair and Special Requests

- These activities include repair and upgrading park structures, facilities, sports field lighting, play equipment, and fencing, and the installation of bleachers, drinking fountains, soccer goals, trash enclosures, and concrete work. Additional activities involve special projects and requests by the Recreation community, the Housing and Neighborhood Services staff, and the Community Garden participants.

Open Space Preservation and Maintenance

- Provide oversight of preservation and maintenance activities, and administer supplemental monitoring of designated open space approximately 600 acres of preserves, 90 acres of urban forest, and 110 acres of undeveloped park lands. Duties include trash removal, dumping clean-ups, weed abatement, forest management, routine security patrols, regulatory review, enforcement and compliance, habitat protection and mitigation, biological studies, and resource agency reporting.

SIGNIFICANT CHANGES:

- Eliminated 1.0 FTE Parks Maintenance Worker position.

PROGRAM: TRAILS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014620

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$189,521	\$185,717	\$204,390	\$209,936
MAINTENANCE & OPERATIONS	144,957	111,451	131,762	141,078
CAPITAL OUTLAY	6,385	694	0	0
GRAND TOTAL	\$340,863	\$297,862	\$336,152	\$351,014
FULL TIME POSITIONS	1.90	1.90	1.90	1.90
HOURLY/FTE POSITIONS	0.75	1.16	1.16	1.16

WORK PROGRAM:

- Assist developers and trails volunteers in constructing trails associated with the citywide trails program.
- Maintain existing citywide trails, and construct elective new citywide trails, with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Citywide Trails Master Plan.

PROGRAM ACTIVITIES:

Trail Maintenance

- Maintain existing citywide trails and construct selective new trails with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Trail Master Plan.
- Inspect and augment contract maintenance of Coastal Rail Trail areas with city staff.
- Coordinate with open space land managers such as Center for Natural Lands Management and resource agencies to ensure compliance with Habitat Management Plan trail development and trail use guidelines.

Project Processing

- Continue processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the citywide trail easements.
- Continue trail plan check processing for developer/private constructed trails associated with the Citywide Trails Master Plan.

PERFORMANCE MEASUREMENTS:

Customer Satisfaction

- Benchmark
Ninety percent (90%) of all respondents rate trails satisfaction as good or excellent on the City of Carlsbad public opinion survey.
- Result
Eighty-nine percent (89%) of respondents rated trails as good or excellent on the City of Carlsbad public opinion survey.

Service Delivery

- Benchmark
Expand trail mileage by four miles per year.
- Result
No new trails have been added to the program due to the decline in private development.

Maintenance Costs

- Benchmark
The annual trails maintenance costs per mile will not exceed \$6,090.
- Result
The annual trails maintenance costs per mile is \$5,232 for approximately 47 miles of trails.

PROGRAM: TRAILS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

ACCT NO. 0014620

KEY ACHIEVEMENTS FOR 2010-11:

- Implemented periodic security patrols of the Coastal Rail Trail and Lake Calavera Trails to deter delinquent activity such as graffiti, dumping and amenity destruction.
- Continued the Adopt-A-Trail sponsorship and volunteer program was initiated to support trail maintenance and improvement projects. During FY 2010-11 volunteers clocked over 2,500 hours.

KEY GOALS FOR 2011-12:

- Completion of boardwalk trail at Lake Calavera.
- Increase corporate and private sponsorships/donations in the Adopt-A-Trail program.

SIGNIFICANT CHANGES:

- None

PROGRAM: STREET TREE MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 1605023

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$328,590	\$337,316	\$357,391	\$366,089
MAINTENANCE & OPERATIONS	221,988	214,719	254,904	277,803
CAPITAL OUTLAY	5,546	0	0	0
GRAND TOTAL	\$556,124	\$552,035	\$612,295	\$643,892
FULL TIME POSITIONS	3.80	3.70	3.70	3.70
HOURLY/FTE POSITIONS	0.95	0.95	0.95	0.95

WORK PROGRAM:

Provide maintenance to all accepted street trees in the public right-of-way, including specialized maintenance services for street trees in the Downtown Village.

PROGRAM ACTIVITIES:

Maintenance Pruning

- Focus on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Refine, support, administer, and inspect the contracted Block by Block Street Tree Inspection/Pruning Program.
- Modified business practice for the citywide block inspection/pruning 4-year cycle creating a supplemental block inspection/pruning 2-year cycle to include selective species of street trees citywide to allow for an increase in inspections/prunings.

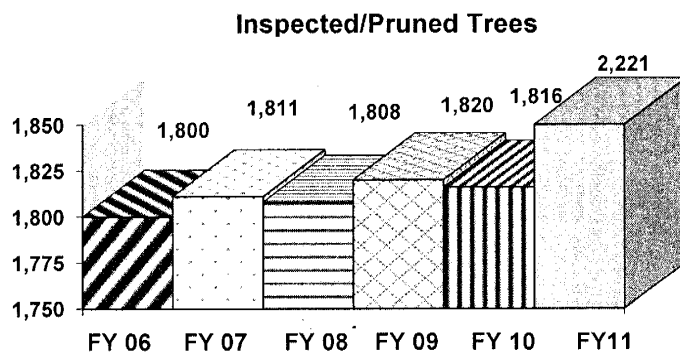
Service Request and Storm/Emergency Response

- Respond to approximately 600 street tree service requests, and provide storm, or other emergency assistance as necessary.

Acceptance of New Trees and Replanting of Vacancies

- Accept new street trees within approved developments, and replant street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.

PROGRAMMED WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

- None

PROGRAM: MEDIAN MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 1615024

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$194,820	\$205,373	\$202,964	\$206,161
MAINTENANCE & OPERATIONS	357,200	391,026	477,540	524,653
CAPITAL OUTLAY	854	2,780	0	0
GRAND TOTAL	\$552,874	\$599,179	\$680,504	\$730,814
FULL TIME POSITIONS	1.95	1.90	1.90	1.90
HOURLY/FTE POSITIONS	0.65	0.60	0.60	0.60

WORK PROGRAM:

Provide landscape maintenance and litter control to all city medians, including specialized service within the Downtown Village.

PROGRAM ACTIVITIES:

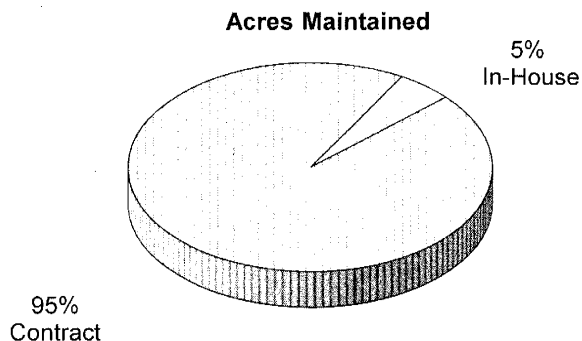
Contractual Median Maintenance

- Administer and oversee contract for landscape maintenance of approximately 60 acres of median planters. Maintenance includes litter control, weed abatement, pruning, shrub/tree replacements, and irrigation repairs/adjustments.
- Modified business practice for the citywide block inspection/pruning 4-year cycle creating a supplemental block inspection/pruning 2-year cycle to include selective species of median trees citywide to allow for an increase in inspections/prunings.

Streetscape Maintenance

- Augment contract landscape maintenance with city staff on high profile medians and parkways in the Downtown Village (approximately 3 acres), and various other city-wide areas, including weed abatement, pruning, shrub/tree replacements, and irrigation repairs/adjustments.

PROGRAMMED WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

Changes to Services

- Newly developed medians will be added for contractual maintenance service as they are accepted by the City of Carlsbad. The total acreage within the medians maintenance district's area of responsibility as of the end of FY 2010-11 is approximately 60 acres.

